



Northeast Journal



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Season's Greetings and a Happy New Year to all!!!!

December 1, 2003

A first for the Department of Defense

Fort Monmouth MWR earns national accreditation from major recreation agency

On October 21, 2003, the Fort Monmouth MWR became the first military installation of the forty-seven agencies that have achieved national accreditation from the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The award was announced in St. Louis, Missouri at the 2003 National Recreation and Park Association Congress & Exposition.

The process of accreditation is extensive and took several years to accomplish. The initial application is followed by an agency "self-assessment". A team of certified park and recreation professionals and experienced citizen board members then visited MWR Fort Monmouth. The Commission for Accreditation of Park and Recreation Agencies conducted final review of the visitation report and of the agency's self-assessment. The emphasis of the accreditation is on addressing 155 standard that are elements of effective and efficient park and recreation operations.



The winning team... Mr. Glen Perlakowski and his team members have the CAPRA Award and certification well in hand during the Commission meeting in St. Louis. (U.S. Army photo)

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Glen Perlakowski, Director of MWR and his dedicated CAPRA team members, attended the Commission hearing on October 21, 2003 in St. Louis, Missouri and was notified that Fort Monmouth MWR had received accreditation. Mr. Perlakowski commented that the journey to accreditation had improved the quality of the installation's recreational processes, facilities, operations and services, and resulted in closer staff teamwork.

The Commission is comprised of representatives from the National Recreation and Park Association, the American Academy for Park and Recreation Administration, and the National Association of County Park and Recreation Officials.

CAPRA offers annual training sessions for agencies that would like to explore future agency accreditation. Information describing the accreditation process and standards is available from Michelle Herrera, CPRP, Assistant Director of Education and Training, National Recreation and Park Association, 22377 Belmont Ridge, Road, Ashburn, Virginia 20148; (703)858-2152; or mherrera@nrpa.org.

Preston is CSA's choice**Army selects tanker as 13th Sergeant Major of the Army**

*By Sgt. 1st Class Ken Hudson,
319th Mobile Public Affairs Detachment*

BAGHDAD, Iraq – V Corps' command sergeant major has been selected for the highest position an enlisted person can achieve in the U.S. Army – to be the next Sergeant Major of the Army.

Command Sgt. Maj. Kenneth O. Preston will leave Baghdad and his position as the V Corps and Combined Joint Task Force-7 command sergeant major at the end of December, and is scheduled to assume duties as the Army's 13th Sergeant Major of the Army in mid-January.

Chief of Staff of the Army General Peter J. Schoomaker called Preston Nov. 18 to give him the news that he was his number-one choice to replace Sergeant Major of the Army Jack L. Tilley.

"It was a surprise," said Preston, who had gone through an interview process along with several other sergeants major. Going into the interview, Preston said, he assessed himself and felt he was, "a little better than some, and not as good as some of the others."

Preston, a native of Mount Savage, Md., joined the Army as an armor crew-member in 1975. His 28 years of Army service took him through every leadership position in his field, to service as V Corps command sergeant major, and even to the British Royal Armoured Corps Gunnery School, where he served as an instructor.

Like many young men who join the service, Preston says he originally thought he'd leave the Army after his first enlistment to go to college. Now, when he speaks to noncommissioned officers and junior Soldiers on the subject of retention, he tells them of the positive experiences he had coming up through the ranks.

"The noncommissioned officers and the leaders that I worked for made a very big impression on me," said Preston. "I enjoyed the quality of life that I was able to give to my family, and my family was enjoying the military life," he said.

As he came up through the Army ranks, Preston said, becoming a command sergeant major was not necessarily one of his career goals. "I wanted to be a tank



The Army has selected V Corps Command Sgt. Major Kenneth O. Preston to become the 13th Sergeant Major of the Army. Preston, shown here at a conference with senior NCOs in Iraq earlier this year, will become the Army's highest-ranking enlisted soldier when current Sergeant Major of the Army, SMA Jack L. Tilley, retires in January.



platoon sergeant," he said.

He achieved that goal, serving as platoon sergeant for the crews of four main battle tanks. He says the times he spent in a company or battery with Soldiers were the most special and rewarding of his career.

Preston deployed to Kuwait and later Iraq with V Corps a year ago. He gives credit for coalition successes there to the "Soldiers, sailors, airmen and Marines from across the coalition. They've all done a magnificent job of working together," he said.

As Sergeant Major of the Army, Preston will serve as personal advisor to the Army Chief of Staff on all matters affecting enlisted Soldiers, such as training, NCO development and Soldier and family well-being. He will observe Army training and operations worldwide to listen to Soldier and family member concerns and make recommendations for improvements to Army, Department of Defense and Congressional leadership.

"The most important thing that the Sergeant Major of the Army does is, he spends time out with Soldiers [and] understands Soldiers' cares and concerns; understands the hurdles that leaders face in training an army and preparing it for combat," said Preston.

"One of the most important things we can do to preserve our force for the future is to talk with Soldiers," he said.

"[Keeping] Soldiers in the Army is all about leadership that cares. The Soldiers [and their families are] not going to want to stay in the Army unless they have caring leadership."

Operation Iraqi Freedom has been a learning experience for everyone involved in it, Preston says, and his tour here gives him fresh viewpoints on Soldier concerns to take along to Washington.

"Our doctrine is very sound, and [so is] what we've done to prepare for this operation. But at the same time, we're always assessing where we are, and where we need to go, and ... where we wish we had the additional time to make the Soldiers even better than what they were," he said.

Although Preston has reached the pinnacle of an enlisted Soldier's career, he says that when it's time for him to retire, he wants only to be remembered as a Soldier who really cared for Soldiers, who represented Soldiers, and who always put Soldiers' welfare first.

"If I have one regret in leaving here to be the Sergeant Major of the Army, it's that all the Soldiers, sailors, airmen and Marines of all the coalition forces ... that I couldn't take them with me. And my heart and prayers stay here with all those that remain behind."

Dr. Mario P. Fiori to retire before Christmas

ARNEWS

The Army announced on Nov. 20 that Dr. Mario P. Fiori submitted his resignation as Assistant Secretary of the Army for Installations and Environment, effective on Dec. 15, 2003. He is retiring after 38 years of dedicated government service as a military officer and civilian employee and is returning to the private sector.

"It has been a privilege and honor to be a part of the Bush/Cheney Administration and to serve the President, the Soldiers, the Army and the Nation," said Fiori.

During Dr. Fiori's tenure as the Assistant Secretary of the Army for Installations and Environment (ASA I&E) he had overall responsibility for establishing Army policy for managing Army installations

worldwide, the Army's environmental programs and the Army's safety and health programs.

Among Dr. Fiori's contributions to the Army as the ASA I&E were his innovative policies in transforming the Army's management of installations. The establishment of the Installation Management Agency (IMA), the implementation of the Army's Residential Communities Initiative (RCI) and his environmental stewardship policies contributed immeasurably to force readiness and a higher quality of life standard for the Army's Soldiers, family members and civilians.

"Our Soldiers will be better housed and served because of Dr. Fiori's privatization initiatives in housing, utilities, and lodging, and by establishment of the new

management agency that oversees all garrison and post operations," stated Acting Secretary of the Army Les Brownlee.

Mr. Geoffrey Prosch, Principal Deputy ASA (I&E), has been designated as the Acting ASA I&E beginning on Dec. 15.



Dr. Mario P. Fiore

Army's theme changes to focus on war

by Staff Sgt. Marcia Triggs, ARNEWS

The Army introduced its new theme this week, declaring that Soldiers know that they have a fight on their hands, but are ready to respond.

"Our Army At War - Relevant and Ready" describes the proactive strategy of the Army's new chief of staff.

"We're going to move before the other guy moves, and we're going to reach out and touch him at his place, not ours ... We're going to have to be strategically more agile," said Chief of Staff of the Army Gen. Peter Schoomaker during a joint transformation conference in Anaheim, Calif.

The key, he said, is to work more closely in the joint arena, to move toward joint interdependence.

A 100-word message accompanies the Army theme and can be read by logging onto www.army.mil. An Army at war serving on a joint force is the focus of the message, and is emphasized by Schoomaker at the majority of his speaking engagements.

Schoomaker announced in October

that he wants to see immediate attention given to more than a dozen focus areas. One of those areas is strategic communications - making sure his goals and objectives are articulated throughout the Army.

The Army theme and its message are based on the chief's directions and developed by Strategic Communications, an addition to Executive Office of the headquarters, supporting both the secretary of the Army and the chief of staff of the Army, headquartered at the Pentagon.

The theme is based on Schoomaker's objectives, said Patti Benner, the STRATCOM acting director. "After meeting with Gen. Schoomaker, it was apparent that he wants to make it known that there is a national security crisis going on right now. It's no longer business as usual."

Only two years ago, the Army's focus was Transformation. However, the new enemy that the Army faces changed the focal point to war.

"America's Army is at war. We are attacking terrorism today in its home nests and spawning grounds, providing vital protection for the American People. We will not rest until our country is safe and

the enemies of freedom are defeated."

"Transformation continues in the ranks," Benner said, "but we're going to take ideas, technology and concepts that were being developed for future defense and apply them to the present."

Fifty percent of the force is engaged in the war, and funding should go toward the equipment that is already in the hands of Soldiers instead of future combat systems, Schoomaker said during the Annual Association of the United States Army conference held in October.

Soldiers not directly supporting the war shouldn't worry about their relevance, Benner said. Schoomaker has been informing noncommissioned officers Armywide that no longer is a Soldier's worth determined by distance from the front line, she added.

This Army's theme wasn't created for change sake, but is an end state where the chief wants to see the Army, Benner said.

(Editor's note: Cynthia Bauer from the Air Mobility Command Public Affairs Office contributed to this article.)



Weary travelers support Operation Iraqi Freedom troops at BWI airport

By Donna Miles
American Forces Press Service

Nearly everyone has experienced it at one time or another: an airport bogged down by bad weather, delayed and cancelled flights, and cranky, overtired travelers wanting nothing more than to get to their destinations.

That's exactly what Will Ross, an administrative judge for the Defense Department's Office of Hearings and Appeals in Los Angeles, encountered Oct. 27 at Baltimore/Washington International Airport.

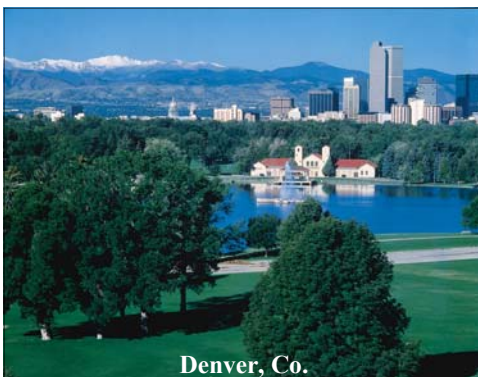
But what he witnessed that day, he said, "made me proud to be an American, and also told me why we will win this war (on terrorism)."

Like many of his fellow passengers, Ross had been forced to spend the night in Baltimore. His outbound flight, scheduled for the night before, had been cancelled due to the California wildfires. They had forced the Los Angeles International Airport to close, and the ripple effect drove domestic travel nationwide into a tailspin.

When Ross reported to the United Airlines counter the following morning for the next scheduled flight to Los Angeles, bad weather and aircraft mechanical problems made the prospect of a timely trip even more grim.

As he waited in the terminal, Ross no-

ticed many soldiers in their desert camouflage uniforms, newly arrived from Southwest Asia. All, like Ross and the other passengers at the airport, were awaiting connecting flights — but in the soldiers' case, it was to begin two weeks of rest and



recuperation leave.

Flight delays continued and the airport had become, in Ross's words, "a zoo." By the afternoon, one flight to Denver had been delayed several hours. United Airlines agents kept asking for volunteers to give up their seats and take another flight, but Ross said they weren't getting many takers.

Finally, Ross said a United Airlines spokeswoman got on the public address system and made a desperate plea. "Folks, as you can see, there are a lot of soldiers in the waiting area," the agent said. "They only have 14 days of leave and we're trying to get them where they need to go without spending any more time in an airport than they have to."

"We sold them all tickets knowing we would oversell the flight. If we can, we want to get them all on this flight. We want all the soldiers to know ... we respect what you're doing, we are here for you and we love you," the agent continued. "The entire terminal of cranky, tired, travel-weary people -- a cross-section of America -- broke into sustained and heartfelt applause," Ross said. "We're talking about several hundred people applauding, a whole terminal."

"The soldiers looked surprised and very modest," he continued. "Most of them just looked at their boots." Many of the travelers in the terminal wiped away tears.

"And, yes," Ross said, "people lined up to take the later flight and all the soldiers went to Denver on that flight."

Ross said he figured that 30 or 40 people had suddenly jumped at the chance to offer their seats to U.S. soldiers.

That moment, he said, reinforced his patriotism and his heartfelt belief that the United States will prevail in the war on terror.

"I think people realized that this fight is going to be long and drawn-out, and these kids are in the thick of it," he said. "It was heartwarming to see their outpouring of support."

Non-restricted airfares available for R&R troops

By Victoria Palmer, CFSC

Service members and eligible Department of Defense civilians participating in the operations Iraqi Freedom and Enduring Freedom "Rest and Recuperation" Leave Program can purchase discounted non-restricted tickets for their travel home through an office set up in Kuwait by the U.S. Army.

The R&R program provides free transportation to Frankfurt, Germany or Baltimore-Washington Airport, Md. Other destinations in Europe and the United States may soon be added.

Service members enter leave status at midnight on the day they arrive at Frankfurt or BWI and then pay all expenses associated with any further travel.

To help ease the financial burden on those eligible to participate in the program, the U.S. Army Community and Family Support Center has arranged travel services for R&R participants in cooperation with SatoTravel, a commercial travel agency. A ticket sales office at the processing center in Kuwait sells airline tickets for further travel in the United States for those requesting them.

According to Dan Yount, CFSC's chief

of Army leisure travel services, most U.S. carriers, including American, Continental, Delta, Midwest, Southwest, United, Northwest and US Airways, have announced special rates and waivers in support of the R&R program. Those traveling on R&R leave orders automatically qualify for unrestricted tickets. This means R&R travelers can change their itineraries with no re-booking or re-routing restrictions and without paying extra charges.

Yount cautioned that not every traveler will be able to purchase the lowest R&R fares.

"In every plane load, some seats are usually made available at the special R&R rate. Once all special rate seats have been allocated to R&R travelers, the travel agency at Camp Champion, Kuwait, will offer participants the best available fare at the time of ticketing. Unfortunately, the limited number of seats available at the R&R rate means some R&R travelers may pay a higher price.

Yount emphasized that purchasing travel tickets through the SatoTravel office in Kuwait is the only risk-free way to ensure airline tickets purchased for connecting flights to final destinations won't cause R&R travelers to have to pay penalties or change fees if their travel plans change.

"They will be purchasing tickets through an agency that has received special waivers allowing service members to make a flight change without paying a penalty," Yount said.

Yount counsels R&R participants and families against booking a flight for R&R travel home through online travel services, which offer discount fares but also come with heavy restrictions: changes are either not allowed or come with heavy financial penalties, and such tickets don't qualify for refunds.

"It's a substantial risk. The value of online ticketing is based on when you are in control of your own travel schedule," Yount said. "R&R is bound by regulation and participants in the R&R program are not in control of when they will travel. Just one misunderstanding can cause the voiding of the entire investment in an airline ticket."

The unrestricted round-trip fares offered by the carriers participating in the R&R program have been running less than \$500, Yount said, citing one example of a BWI to Nashville roundtrip fare of \$189.

"The tickets are reasonable because we are working with the airlines and we have motivated travel agents that have a good relationship with the service members and they're working their hardest to get them the very best fares they can," said Yount. "The value to the program is they won't find a better price with the assurance that changes in travel can be made without penalty."

(Army leisure travel services is a program of the U.S. Army Community and Family Support Center in Alexandria, Va., the Department of the Army agency responsible for morale, welfare and recreation — www.armymwr.com. Information on R&R troop travel is available at www.offdutytravel.com.)

Army's Business Initiatives save time and money

ARNEWS

The Acting Secretary of the Army, Mr. R.L. Brownlee, has approved 13 new business initiatives as part of the Army Business Initiatives Council (ABIC), a process designed to identify and implement business reform actions.

The approved Army initiatives include a variety of cost cutting and quality enhancing measures, to include:

- Shortening force modernization processes to speed the fielding of new systems.
- Exploring ways to reduce costs of construction equipment.
- Reducing the cost and time needed to reverse engineer obsolete parts.
- Standardizing the acquisition reporting process.
- Simplifying the process for securing ap-

proval for needed changes and improvements to the Army's 4,500 historic barracks.

Additionally, on October 1, 2003, the Army became the executive agent for administration of the Department of Defense (DoD) Business Initiatives Council (BIC), which was transferred from the Air Force. That responsibility is shared among the services on a six-month rotational basis to help assure commitment and participation.

The DoD BIC was formally created in 2001 by Secretary of Defense Donald Rumsfeld and both the Army and DoD councils focus on identifying ways to streamline stringent requirements, cumbersome directives, and lengthy staffing processes.

Of the 13 approved initiatives, 10 are Army only and the other three are recommended for submission to the DoD BIC for review, as they may have benefits that could be extended across all the military services. To date the Secretary of the Army has approved a total of 79 ABIC initiatives. A complete list of the Army ap-

proved initiatives can be found at <http://www.asafm.army.mil/bic.asp>

In addition to focusing on cost savings and cost avoidances, the ABIC looks for initiatives which streamline processes and procedures in order to reduce cycle times and use soldiers' and civilians' time more efficiently.

"These initiatives continue to focus on key areas in need of improvement, such as reducing cycle time, shortening processes, and reducing costs," said Mr. Don Tison, the executive director of the Army BIC.

Tison added that a major benefit of the Army BIC program is that money saved from an approved initiative goes right back to the organization that submitted it.

"This is a great program and, with increased participation, we'll continue to improve the Army's business practices, allowing us to redirect the time and money saved to more critical needs," said Tison.

This round marks the sixth time that the Army BIC has met since 8 May 2002.

Letterkenny participates in national demonstration

Letterkenny Army Depot off-loaded four Paladin Howitzers recently; completing the final leg of a nationally-watched demonstration that tests federal military use of the Port of Philadelphia and demonstrates Letterkenny's power projection capability to the Army and Department of Defense.

The demonstration began during the last week of October when four Paladins were loaded on trucks in Anniston, Ala. These units, containing the latest in sophisticated tracking devices, were placed aboard a Landing Craft Utility at the Port of Charleston, S.C. and shipped to the Port of Philadelphia, Pa. Upon arrival at the Philadelphia Port, the Paladins were transferred to rail cars and moved along Norfolk Southern and CSX lines to Letterkenny Army Depot, 150 miles away in Chambersburg, Pa.

"... Letterkenny will serve as the prime, safe and secure storage facility...."

— Col. William A. Guinn,
Letterkenny Army Depot Commander

"For over two years, Letterkenny has been an active partner with the Delaware River Maritime Enterprise Council (DRMEC) and Letterkenny Industrial Development Authority (LIDA) to serve as the key player providing the 'inland node,' said Col. William A. Guinn, Letterkenny Army Depot Commander. "As the 'inland node', Letterkenny will serve as the prime, safe and secure storage facility, prepared to transport a variety of military supplies and equipment anywhere in the world by rail to ship at a moment's notice", said Guinn.

Franklin County Commissioners, the Pennsylvania Director of Homeland Security and several members of the Pennsylvania House of Representatives, as well as key aides to Congressman Bill Shuster and State Senator Terry Punt attended the ceremony to witness the successful roll-off of the Paladins.

(Courtesy Letterkenny Army Depot)



The Palladins arrive and are unloaded for their visit to Letterkenny.

(US Army photos)



An interview with Maj. Gen. Aadland

U.S. Army's Installation Management Agency marks first anniversary, successes

Courtesy of the Redstone Rocket

Transformation of Installation Management has been underway for over a year now. How is it progressing? What have been the major obstacles that you have had to deal with? What successes have you had?

The Installation Management Agency continues to make significant progress in establishing itself as a key and essential element for the Army's support of Soldiers, families and civilians. This progress is due to the Army leadership's commitment to the success of IMA's mission, and the hard work and dedication of the thousands of outstanding men and women who are the heart and soul of IMA. The first year has not been without its challenges. IMA is the Army's biggest cultural change in the last three decades, and there is always resistance to and skepticism about major change.

We have taken what was in reality a completely decentralized system - so critical to the success of the Army mission - and centralized installation management. In the first year, IMA established guidelines for Army-wide Installation Design Standards and Army Baseline Services; centralized the management of billions of dollars intended to make our installations better places for the Army family; largely eliminated the migration of installation support dollars to mission support; and enabled mission commanders to focus on training and mission execution by making garrison commanders responsible for installation support.

IMA was also called on to provide mobilization and demobilization support to Operation Iraqi Freedom and the Global War on Terrorism - a major challenge for a new agency, but one that we met successfully because of our outstanding workforce.

What has been the reaction of customers? of commanders? Have they noticed differences (good or bad) and if so what?

As Soldiers, we inherently have an aversion to centralization, because that is not how we train and fight. But installation management needed this change and mission commanders have come to accept this.

The reaction of mission commanders to our support of OIF and GWOT has been positive. While they may have questioned the IMA concept initially, many have now seen the value of having an established garrison structure to take care of managing the installation's day-to-day requirements while mission commanders focus on mission, training and deployment. The mission commanders no longer have to carve out a piece of their staff to leave behind to do garrison functions when they deploy. The garrison staff is also a point of continuity for the installation to the families of deployed soldiers to go to when installation support and service issues arise. Soldiers deploy knowing there is a permanent staff back home that will ensure the critical installa-

tion services their families rely on will continue to be provided.

Other changes are less visible in the near term but will prove their effectiveness over time. In the first year we developed and issued common standards for infrastructure (Installation Design Standards (IDS)) and services (Army Baseline Services (ABS)). During year two, we will work toward the implementation of IDS

and ABS. Other long-term changes include privatization of housing and utilities, achieving regional efficiencies through outsourcing, and developing working relationships and partnerships with other Army commands and agencies that provide vital installation services. We will also establish garrison processes to manage the \$8 billion IMA budget for fiscal year 2004 and beyond.

Eliminating the migration of installation support dollars will prove beneficial in both the near and long term, as we will have more money available to address some of the critical installation infrastructure needs that have traditionally been deferred because the money has been used for mission support instead.

One of the major thrusts was to be able to "fence" money for installation missions; basically to make sure money was allocated to the Garrisons to provide the services and support they needed to provide. Has that happened? Are installations now receiving adequate funding to perform BASOPS functions?

Fiscal year 2004 is the first year that IMA will have complete responsibility for the management of the installation support dollars. During FY03 the installation dollars were managed through the MACOM Resource Managers for IMA. The migration of installation dollars to mission support last year was only \$5 million. In past years it had been in the hundreds of millions. Any request to move installation dollars to the mission side of the house must now be approved by the Secretary of the Army. Senior mission commanders had that authority previously.

Garrison commanders are directly receiving funding to perform their BASOPS functions, and can manage those functions



Maj. Gen. Anders B. Aadland

(Continued on page 17)

BRAC criteria coming during the New Year

By Alison Dorosz, DCSOPS Fort Monmouth

For some, the year 2005 seems far off. For those in the DoD aware of the Base Realignment and Closure round to occur in 2005, better known as BRAC 2005, it is coming all too quickly.

All components of DoD- military, civilian, and contractors- are affected when there is a decision made to close or realign a military base. Many perceive BRAC as a threat, but it can also be an opportunity for military installations to gain missions and functions. For that reason, it is important to understand the objectives and goals of BRAC 2005 and what that might mean to Fort Monmouth.

The origins of base closings and realignments date back to the 1960's when President Kennedy realized that certain infrastructure created during World War II and the Korean War was no longer necessary, resulting in the closure of 60 military bases.

In the 1980's the DoD again reassessed its mission and requirements to meet the challenges at that time.

As a result, in 1988, the first BRAC commission, made up of independent and bipartisan appointees, made recommendations to close or realign military installations.

Since then, three additional rounds of BRAC were authorized under the Defense Base Realignment Act of 1990: one in 1991, one in 1993 and another in 1995.

As a result of the four rounds, 352 DoD facilities have been closed, including 97 major installations, and 145 have been realigned, reducing the infrastructure of military installations by 21 percent in the continental United States.

In July 2001, Defense Secretary Donald H. Rumsfeld advised the House Armed Services Committee that DoD's military infrastructure was currently 25 percent greater than what was needed and requested approval for another round of closings.

This single round would be greater than the four previous rounds put together



and no military bases would be exempt from consideration.

In December of 2001, Congress authorized the additional round to begin in 2005 and thus began BRAC 2005.

Not only is this expected to be the largest BRAC effort in the past 15 years, but there will also be a greater emphasis on creating joint services facilities.

Rumsfeld stated in a November 2002 memo that, "A primary objective of BRAC 2005, in addition to realigning our base structure to meet our post-Cold War force structure, is to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-by-service basis and, therefore, did not result in the joint examination of functions that cross services. While some unique functions may exist, those functions that are common across the services must be analyzed on a joint basis."

The BRAC 2005 analysis will be divided between two categories of functions: service unique functions, to be analyzed by the Military Departments and common business-oriented support functions, to be analyzed by joint cross-service teams.

This new approach is part of the defense transformation effort to reshape the military in order to optimize warfighting capability and efficiency.

Among other changes to key BRAC legislation, the selection criteria to be used will place a greater importance on military value.

Congress directed the Secretary of Defense to ensure that military value is the primary consideration in making recommendations.

This includes: the preservation of training areas; preservation of installations as staging areas; preservation of installations to provide a diversity of training; impact on joint war fighting, training, and readiness; and contingency, mobilizations, and future total force requirements.

The selection criteria also will address special considerations, including: the extent of potential costs and savings, the economic impact on local communities, the cost of environmental restoration, and the impact on other federal agencies.

This list of selection criteria is not final; the Secretary of Defense has until December 03 to develop one for public review.

DoD has already been conducting activities in preparation for BRAC 2005, such as data collection and preparing documentation, although the following timeline gives a better idea of the milestones leading up to the final BRAC decision in December 2005.

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The BRAC Timeline

Dec. 31 - Not later than this date, the Secretary of Defense shall publish the proposed selection criteria for public review.

February 2004 - The Secretary of Defense shall submit the following to Congress: a Force Structure Plan & Inventory of Infrastructure Requirements, certification that BRAC 2005 will result in a savings for all services within six years, and final selection criteria.

March 2004 - Congressional resolution of disapproval, if any, on selection criteria.

March 15, 2005- Not later than this date, the President must nominate and the Senate must confirm nine members to the BRAC Commission.

May 16, 2005 - Not later than this date, the Secretary of Defense shall submit a BRAC list to Congress and the BRAC Commission.

July 1, 2005 - Not later than this date, General Accounting Office shall report on the Secretary of Defense's BRAC recommendations and selection process.

September 8, 2005 - Not later than this date, the BRAC Commission submits a

list of recommendations based on a review and analysis of the Secretary's recommendation.

September 23, 2005- Not later than this date, the President shall submit a report to Congress containing the President's approval or disapproval of the Commission's recommendations.

If the President approves the recommendations, the recommendations are binding 45 days after the President sends them to Congress, unless Congress enacts a joint resolution of disapproval.

October 20, 2005- Not later than this date, the Commission must submit revised recommendations to the President, if the President disapproves the Commission's initial recommendations.

November 7, 2005 - Not later than this date, the President must approve the entire list of revised recommendations and transmit approval to Congress or the process ends.

The recommendations are binding 45 days after the President sends them to Congress, unless Congress enacts a joint resolution of disapproval.

December 2005- All decisions are final.



"We're going to move before the other guy moves, and we're going to reach out and touch him at his place, not ours ... We're going to have to be strategically more agile... America's Army is at war. We are attacking terrorism today in its home nests and spawning grounds, providing vital protection for the American People. We will not rest until our country is safe and the enemies of freedom are defeated."

Gen. Peter Schoomaker,
Chief of Staff of the Army

myPay.dfas.mil offers electronic W-2s to all

(Courtesy DFAS Public Affairs)

All current **myPay** military users and Defense Finance and Accounting Service (DFAS) civilian employees who request or already have a **myPay** Personal Identification Number (PIN) and access **myPay** will now automatically receive an electronic W-2.

The electronic method is now the primary means of delivery for all DFAS civilians and military users with a customized **myPay** PIN. Users may elect to receive a printed W-2 by mail by choosing the hard copy option through **myPay** before Dec. 1.

"This is an opportunity for our customers to better manage their pay information," said Dennis Eicher, director for Electronic Commerce, Military and Civilian Pay Services at DFAS. "We are providing **myPay** customers access to their tax and pay preferences online. We also know some individuals would rather have a hard copy statement, so we are giving them that choice."

The online version, complete with printing instructions, is 100 percent compatible for all tax purposes and allows users to print as many copies as they need without having to depend on saving a hard copy. A save button is also available to allow indi-

viduals to save their W-2s to disk.

To ensure customers who are affected receive either an electronic or hard copy W-2, there will be a "no change" period from December 1 through January 31. During this period users will not be allowed to change their W-2 print election on **myPay**, but may request a paper W-2 by contacting their local financial services activity.

To select the hard copy W-2, go to <https://mypay.dfas.mil>. Under Taxes, select "Turn on/off Hardcopy of W-2". Once this option is selected, carefully read the various questions posed. The user will be given the opportunity to select "hard copy." In doing so, the user has elected to receive a hard copy by mail and will also still be able to see the W-2 electronically.

Retired military service members and annuitants, as well as civilians outside of DFAS will continue to receive their tax statements or 1099 statements by mail. No action is required.

For further information, contact Roger Still or Carol A. García, DFAS Corporate Communications, at 303-676-7741.

RegionRoundUp

Fort Monmouth police are top grads

Two DoD police officers from Fort Monmouth's Directorate of Public Safety (DPS) were recently recognized as top graduates from the Federal Law Enforcement Training Center at Glynco, Ga.

Sandro Lukanovic received recognition for firearms training and emergency vehicle operation, and Deborah Guiliano was the second highest graduate of 41 police officers attending the school from DoD and the Department of Homeland Security.

Lukanovic, who learned about firearms as a youngster growing up in Croatia, says the school's fire arms instructors inspired him. He received awards in weapons firing with the nine-millimeter sidearm, 12-gauge shotgun, and revolver.

The young officer with nearly six years of police service was also honored in emergency vehicle operation. Lukanovic believes it was the excellent training by the school and instructors that helped his performance in this area.

"The driving speeds were slow at first and then steadily increased so you learned how to operate the vehicle at high speeds but at a safe pace," Lukanovic said.

As class president, Guiliano found herself with plenty of extra, but important, duties such as finding tutors for students having problems with the classes.

Her earlier education proved to be a valuable asset in having the skills needed to understand and perform in an outstanding manner.

"A masters degree in Criminal Justice was definitely beneficial," said Guiliano. "Everything I learned earlier I could apply here so the academics came naturally to me."

The Mixed Basic Police Training Program lasted 10 weeks with the six days a week routine lasting anywhere from 7:30 a.m. to 10:30 p.m.

Both officers agreed the long days were grueling and the teachers and hands-on training were superior and will definitely play a part in their futures.

"There was a Contact Cover and Survivor course," said Guiliano. "And you were

placed in different situations where you're shooting over your back, with your weak hand, in the fetal position, to help you learn how to perform in case you're hurt. The main idea was 'shoot to stop the threat'."

Lukanovic, who also has a degree in Criminal Justice, said all the information taught by the school is applicable to many situations he may deal with as a policeman in responding to emergency situations. "Learning how to protect a crime scene and search for probable cause is knowledge I know I will put to use," said Lukanovic. "I'm going to remember the ideas from academics and how they actually work from the hands-on. This was definitely the kind of training that will get me home alive every night."

Tragic tales have happy endings

by Robyn Bennett
Fort Monmouth Public Affairs Office

Don't be inspired by people with disabilities; be inspired by their employers. That was one of the challenges presented by Melissa Marshall to the attendees of the 20th Annual Disabilities Awareness Luncheon Oct. 30.

Marshall, Disability Law consultant and author of **Getting It: How I Persuade Organizations to Become More Comfortable with People with Disabilities** and **The Idea Book**, was the guest speaker at this year's luncheon.

Marshall congratulated Fort Monmouth for being the top employer of people with disabilities in New Jersey. Within the government, the DoD is number one.

"That is something to be very, very proud of," she said.

The theme of her discussion was "Who Can Work?" Through personal stories, the audience learned about people in Marshall's life who have disabilities but are employed.

Her tone was upbeat and, at times, humorous. Her message was serious—people with disabilities, even severe disabilities, can work and lead productive lives.

She told the attendees about her friend, "Billy." He had muscular dystrophy and was not able to sit up in a wheelchair and was connected to an oxygen tank 60 percent of the time and could

not move his arms or legs. His only physical ability was that he could speak.

"Here's a young man who traveled on a hospital gurney; who was on oxygen, who can't move his legs or arms," explained Marshall. "Everybody knows that someone like that can't work. Nobody would ask him to work. Nobody would expect him to work. If you can't even move your head, you have no control of your body, you can't even sit up and you can't breathe on your own, how could you work?"

But Billy worked, she said. He was her boss at a nonprofit organization and he was her friend. He made his career as a Pentecostal minister and the day he opened his new church, accompanied by his wife and children, Marshall had a conversation with one of Billy's ministers.

The minister said to her, "You know when Billy was 16 he came to me and said he was going to bible college. He was going to have his own congregation, a wife and a couple of kids and I shook my head thinking 'poor Billy- how will he survive that level of disappointment?'"

But Billy did what he set out to do, not only because was a very bright man but because his family had the expectation that he would follow his dreams, wherever they led him.

"I challenge all of you to raise your expectations of people with disabilities," said Marshall. "Like Billy's family did, expect more from people with disabilities and have higher expectations."

Marshall also talked about her friend Carolyn who had cerebral palsy.

Carolyn served on a Board of Directors with Marshall for the Disabilities Network of Eastern Connecticut.

Her speech was difficult to understand, she drooled, and she couldn't feed or dress herself, explained Marshall. She also couldn't type on a computer and she couldn't pick up a phone and dial it. There were a lot of things that Carolyn could not do.

But there was one thing that Carolyn wanted to do very badly and that was to be the board's public speaker.

Marshall had her doubts but through the use of a special board that she used to communicate by pointing out letters, Caro-

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lyn became a successful and effective public speaker.

"For Carolyn to get up here and say, 'I own my own home, I have a college degree, I'm an executive director of a non-profit' really shows you in a powerful way what people with disabilities can do," explained Marshall.

"I challenge you to open your minds," Marshall proposed to the group. "Because there are multiple ways to do any task an individual with a disability can probably do just about anything, albeit differently than most people might expect or are used to."

Marshall told the attendees about her friends Claude, Ed and Jen.

Though Claude was mentality retarded, he taught himself to read and went on to become a radical disability rights activist.

He now works as a trainer for a transportation company.

Though Ed had polio and spent every night in an iron lung he was the Director of California Vocational Rehabilitation.

Though Jen had severe depression, multiple personality disorder, full-blown panic attacks and sometimes could not get out of bed, she was the director of a non-profit organization for people with disabilities.

What made these individuals different from others was not that they overcame their disability but that the expectations their employers had of them were heightened.

And, through the creativity and overall support of their employers they learned to work with their disabilities.

"That's why I say 'don't be inspired by people with disabilities, be inspired by their employers,'" Marshall said. "Their employers could see beyond their disability. Underneath the wheelchair, underneath the diagnosis of their illness, underneath the stretcher, they saw a person with potential."

The person with the disability had no choice but to live in the body they had but the employer had a choice, explained Marshall. Behind every working person with a disability is an employer who saw the capabilities in that person.

Marshall ended her presentation with

this thought, "If you want to emulate someone don't emulate the person with a disability. Emulate the employer."

As a Disability Law Consultant, Marshall assesses Americans with Disabilities Act (ADA) compliance of organizations on all titles of the ADA, including employment, state and local government and private entities.

She looks at communications, personnel and general operations policies, practices and procedures, as well as surveying client's physical plants. Her clients include municipalities, state agencies, school districts, universities and corporations.

APG observes Native American heritage month

By Yvonne Johnson
APG News

Nearly 125 people attended Aberdeen Proving Ground's 9th annual Native American celebration at Top of the Bay, Nov. 5.

Sponsored by the Native American Employment Program Committee, the program's theme for 2003 was "Strengthening the Spirit of Our Nation."

"One of America's strengths is the diversity of its people," Col. Mardi U. Mark, APG Garrison and deputy installation commander, said. "Each ethnic and cultural group in America has qualities that are uniquely their own."

Each year APG celebrates Native American heritage month. Employees and leaders from APG Garrison and many tenant organizations join together to learn more about the unique heritage of America's first inhabitants.

"Native American and Alaska natives are an integral part of America's character," Mark said. "Let us celebrate the contributions of all Native Americans."

She pointed out the military contributions of Native Americans during the nation's wars, saying they served the nation with great distinction.

"During World War I, 8,000 Native Americans served," she said. "More than 25,000 served during World War II, and during the Vietnam conflict, 41,500 Native Americans were among the ranks."

Guest storyteller Ragghi Rain Tsesuna



A tipi at APG.... A tipi erected by Mike Altenburg, Silver Otter Enterprises, stands open for viewing in front of Top of the Bay during the 9th Annual Naive American Heritage Month Celebration.

(Photos by Sonya P. Reynolds)

Rayning Tears Calentine, whose father was a member of the Cherokee nation, entertained the audience with her stories.

To the delight of the audience flutist



"I will tell you a story...." Guest speaker, storyteller Ragghi Calentine, dressed in native costume, shares a story with the audience during the Native American Heritage luncheon at Top of the Bay, Nov. 5.

Jeff Ball played songs on a hand-made flute.

Before and after the program, guests visited Mike Altenburg's full-size tipi set up outside. He answered a multitude of questions on Native American customs and life.

Vendors offered various books and jewelry for sale.

Carol Baker, Native American Employment Program manager, served as the mistress of ceremonies and committee member Sandra Wachter offered the invocation.

Baker said the observance is "a time of reflection, of recognition and honoring.

"Most importantly of all, it is a time for learning and changing with our renewed understanding of the past, for the good of all," Baker said.

Navaho code talker Keith Little visits Detrick

by Karen Fleming-Michael
Fort Detrick Standard Staff Writer

They used their word for potato to describe a grenade, their word for eagle for a bomber and egg to describe a bomb-and the enemy never broke the code.

They were World War II's code talkers, Navaho Indians recruited by the U.S. Marine Corps to create a secret code the Japanese couldn't break.

And on Nov. 6. Keith Little, who at 17 joined the Corps in 1943 as a private first class, shared the code talkers' history with about a hundred employees at Detrick's Strough Auditorium.

The idea to enlist the Navaho Nation's help came from Philip Johnston, the son of missionaries who grew up on a Navaho reservation and "spoke pretty good white man's Navaho," because his playmates were Navaho children, Little said. Johnston was convinced the Navaho language would work as an unbreakable code, although its lexicon would have to be expanded to include military terms.

"The Navaho weren't even citizens of the United States. They were wards of the United States government," said Little, who wore a string of turquoise beads and a crimson code talker cap for his presentation.

"Even though the U.S. government treated the Navaho pretty badly before World War II, it was our home, regardless of how bad it was at the time. We said 'I want to defend my country, I want to defend my people and I want to defend my land'" against Japan, which had "stung the big giant while it was asleep."

Recruiters came to the reservation, never explaining why they wanted the Navaho to join the Corps, and the first 29 code talkers left their reservation in 1942 to attend basic training at Camp Pendleton, Calif., to become Marines. The men didn't have much trouble adjusting to their new military lifestyles, Little said, because their spiritual training taught them to be "adaptable to everything" that came their way.



Speaking clearly.... Keith Little, a Navaho code talker during World War II, speaks to the crowd during a presentation Nov. 10 at Strough Auditorium. The U.S. Marine Corps recruited the Navaho to create a secret code the Japanese couldn't break. (Photo by Larry Sorcher)

"They were early birds" so getting up early didn't bother them. They were used to physical labor, so they were in shape. And because they were accustomed to living on coffee, bread and the occasional mutton, the food at the chow hall was "actually good," he said.

The only issue Little had during basic training was with grooming standards. "Indians don't really grow beards, but we were given a razor to shave that fuzz off every day," he said. "To please my instructor, I had to pull that razor over my face."

Although when living on the reservation the Navaho lived lives with no telephones or radios, but when they entered the military that all changed.

"They didn't know how to operate a radio, much less about electronics because

we'd never heard of them before," but the code talkers quickly carved a niche in the signal corps.

Working in a building with steel bars on its windows and doors at Camp Elliot in California, the 29 original code talkers needed to come up with terms that weren't in their vocabulary. Their original code included more than 200 terms.

"Of course, there's always a little bit of disagreement when a group gets together to name a fighter plane," he said. They settled for their word for hummingbird, *da-he-tih-hi*.

Once they developed the new words, they and subsequent code talkers had to memorize them so no written record of the code would leave the classroom. "We wrote the English words over and over and over until it sank in," he said.

When the code talkers were put in the six Marine divisions, they were always on the move. "You don't stay on the air longer than necessary," Little said. "You talk silently, talk swiftly and stay alive."

Little said some of the war's "gravest messages" were given to the code talkers, who "almost became the main source of communication on the battlefield."

When they code talkers left the military in 1945, they were told to keep their work quiet.

They kept their silence until 1968.

Since then, their contributions to the nation have been recognized. President Ronald Reagan proclaimed Aug. 14, 1982, National Navaho Code Talkers Day for their "dedication and unswerving devotion to duty."

In July 2001, in the U.S. Capitol Rotunda, four of the remaining original 29 code talkers who were still alive received the Congressional Gold Medal in person. The additional code talkers received the Congressional Silver Medal for their service to the nation.

Eustis dedicates hangar to heroes

by Khaalid Walls
Fort Eustis Public Affairs

The dedication of the U.S. Army Avia-

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Retired Black Hawk pilot Chief Warrant Officer Michael Durant tells first-hand of the courageous sacrifice of the Soldiers for which the new hangar was dedicated. A UH-60 Black Hawk helicopter sits in the background. (Photo by Spc Charles Siler)

tion Logistics School's newest hangar offered a snapshot into the lives of the Soldiers for which it was named.

The Friday morning ceremony gave a glimpse of how seriously helicopter maintainers Staff Sergeants William Cleveland and Thomas Field took their jobs and honored them for their willingness to make the ultimate sacrifice. Both Soldiers were trained at Fort Eustis.

"Bill and Tommy died out of love to their fellow brothers in arms," said Maj. Gen. John Curran, commanding general of the U.S. Army Aviation Center and Fort Rucker.

Curran lauded their efforts and their courage under insurmountable circumstances.

"Warrior ethos is what causes ordinary men to do extraordinary things," he said.

Retired Chief Warrant Officer Michael Durant piloted the Black Hawk Cleveland and Field were on.

He is the sole survivor from Super 64, the Black Hawk that was brought down by rocket propelled grenades, killing Field, Cleveland and Chief Warrant Officer Raymond Frank.

The downing of the helicopter and Durant's capture were detailed in Mark Bowden's book, "Black Hawk Down," and the movie of the same name.

Durant recently released his New York Times bestseller, "In the Company of Heroes." The book details his time as a prisoner of war.

Durant gave a first-hand account of the

helicopter maintainers' commitment.

"These men didn't know the meaning of an eight-hour day. Their work ethic and professionalism was so strong," Durant said.

He said Operation Gothic Serpent was by no means a battle easily won. And Soldiers like Cleveland and Field, who ensured helicopters ran smoothly, gave those in battle extra strength in the field.

"Our success in Somalia came on the backs of dedicated people like them," Durant said.

He told the audience of mostly uniformed men and women he has never been more inspired than by the bravery that was displayed during Operation Gothic Serpent in Somalia.

"The best example of courage I've seen was in Somalia," said Durant.

Durant gave a new definition for what courage means to him based on his experiences from the mission.

"Courage is the ability to apply skill and knowledge in time of danger," Durant said.

He said the dedication of the new hangar was befitting of Cleveland and Thomas' expertise and exceptional technical proficiency. "There's no better way to pay tribute to their sacrifice than to dedicate this hangar to them," Durant said.

Durant said the new hangar will stand as a lasting symbol of the Army's unparalleled training and be the "common thread that ties Soldiers together."

Christine Cleveland, widow of Staff Sgt. William Cleveland, and Frederick Field Sr., father of Staff Sgt. Thomas Field, unveiled the plaque that will permanently memorialize the Soldier's sacrifice.

Fort Belvoir briefs community leaders

Growth was the underlying theme of the Fort Belvoir master plan presented at an annual Community Update Breakfast Tuesday. Fort Belvoir officials highlighted the impact of growth as they addressed construction projects and transportation concerns on the post and surrounding areas.

"This post has so many changes from

a year ago," said Garrison Commander Col. T.W. Williams, addressing a crowd of roughly 150 people, including local and state officials, gathered at the Fort Belvoir Officers Club. Williams advised the crowd to check out exhibits set up around the room addressing the master plan, construction projects and organizations on and off the post.

"We're about to give you the 'state of the union' for where the installation is going and is now," Williams said.

The last comprehensive update of Fort Belvoir's master plan was in 1993. A total of 24,334 service members and civilians live on or commute to Fort Belvoir. The installation supports 112 tenants worldwide.

Larry Lisle, Fort Belvoir master planner, pointed out the impact of upcoming projects.

"Over the next several years, we expect to spend 1.1 billion dollars at Fort Belvoir," Lisle said. "This growth alone will present significant impacts to the on and off post transportation network."

Construction of new houses along U.S. Route 1 (Richmond Hwy.) affects traffic "massively," Lisle said, during an interview.



Garrison Commander T.W. Williams listens as the Honorable James Moran of the 8th District, Virginia speaks at the Ft. Belvoir Community breakfast update Tuesday morning. (Photo by Donnie Biggs)

Other changes that could bring more traffic include more buildings and personnel on the post, according to Lisle.

The Army Material Command's headquarters has been relocated to Fort Belvoir, bringing an estimated 1,200 more personnel to the post.

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RegionRoundUp (con't.)

The Intelligence and Security Command is doubling its size of personnel to about 2,000 once construction on a new center is completed in 2008, Lisle said.

The National Museum of the U.S. Army is expected to open 2009 at Fort Belvoir, with an expected 1 million visitors the first year it opens.

Congress has allocated \$2 million to the Department of the Army for the museum project, said Congressman James Moran, who noted the museum is "going to be an extreme economic boost."

Construction will begin in 2005 for a new Fort Belvoir hospital. The new hospital will be similar in size but an "improved facility," Lisle said, noting the current hospital is "obsolete." The hospital would be built in a new Community Center and

is expected to open in 2008, near the Post Exchange and Commissary, near Gunston and J.J. Kingman Roads.

The next change for Fort Belvoir's residents falls under the federal Residential Communities Initiative. Once the plan is activated on Dec. 1, a private developer, Clark Pinnacle, will run Fort Belvoir housing operations and management. The developer will oversee the housing operations over the next 50 years in a partnership with the Army. Under the plan, 1,900 homes will be taken down and rebuilt. One hundred seventy homes will be renovated.

Moran was first to stand up when questions and comments were requested from the audience. Moran pointed out the master plan neglects to address the closing of Woodlawn Road near Beulah Road. "From a county standpoint, we have got to provide greater access for the community ... and stop this unacceptable traffic

disruption that is caused by actions at Fort Belvoir," Moran said.

Woodlawn Road was closed off following heightened security after the Sept. 11, 2001 terrorist attacks. Prior the 2001 events, the post was open to the public.

"We recognize there's a distinct problem," Lisle said, acknowledging the disturbance of traffic but also noting that opening a route through Fort Belvoir involves a risk to a secure DoD facility on North Post. The decision to open a road through Fort Belvoir is one that's made above the level of Fort Belvoir officials, Lisle said.

Williams pointed out he was impressed with the turnout of local and state officials.

"We're going to work together and get through all the challenges that we have," he said.

'Free money' helps offset costs for college

by Jill Bakke
Fort Monmouth ACS

Post-secondary education ranks as one of the best investment deals available. Even with the cost of undergraduate education at an all-time high, the need is equally as high.

It is important not to bypass an opportunity for financial aid. Army Emergency Relief (AER) offers financial assistance for undergraduate study for dependent children of Army retirees. Scholarships are awarded based primarily on financial need, secondarily on academic achievements and individual accomplishments.

The only way to ensure your child will be considered for a scholarship is to mail all requested documents by the established postmark deadlines.

The Maj. Gen. James Ursano Scholarship Fund administered by AER is for students who study at an undergraduate, technical or vocational institution accredited by the U.S. Department of Education or for preparation for the service academies.

This includes students who are contemplating enrollment for the next academic year, those already pursuing undergraduate post secondary or vocational studies, and those who are planning to attend these

programs after high school graduation in 2004.

For 2003-2004, 89 percent of all students with complete applications were awarded scholarship funds.

AER assisted 2040 children of soldiers with \$2,989,500 in scholarships ranging from \$900 to \$1,900 for financial aid. Awards are provided annually for up to four years of undergraduate study. Unfortunately, this year approximately 1,542 students missed the deadlines and were not considered for assistance.

A student applying for the 2004-2005 academic year may not reach his or her 23d birthday before June 1, 2005. The applicant must be an unmarried dependent child of an active duty or retired soldier or a soldier who died while on active duty or in a retired status.

All soldiers and students must be registered in the Defense Eligibility Enrollment Reporting System (DEERS). You can verify the student's status with DEERS RAPIDS at **1-800-538-9552**.

Applications for the AER scholarship program, 2004-2005 academic year (AY), are available by mail from AER HQ until Feb. 21, 2004. The application is available as hardcopy, or students may apply online: http://www.aerhq.org/Children_Main_e

[education.htm](http://www.aerhq.org/Children_Main_e), from November to March 1, 2004.

Mailed applications and supporting documentation must be postmarked not later than March 1, 2004, for the 2004-2005 AY. Other important deadlines are outlined in the scholarship instructions. Applications and supporting documentation are not accepted by fax or email.

Letters mailed the week of June 1, 2004, will notify on-time applicants about scholarship awards. Scholarship funds are to be used for education costs, including tuition, books, and fees, or for room and board, while attending full-time at the school accepting the funds. Students must reapply each year and be in good academic standing (GPA of 2.0 on 4.0 scale minimum).

There is a list of many websites with college information and financial aid resources on our education web page, http://www.aerhq.org/education_college_links.asp. To obtain an application by mail, forward your request to:

Army Emergency Relief
MG James Ursano Scholarship Fund (RTD)
200 Stovall Street, Alexandria, VA 22332-0600

Personal commitment mirrors those of fallen soldiers

by Renita Foster
Public Affairs Office, Fort Monmouth

"There's no more effective way of creating bitter enemies of the Army than by failing to do everything we can possibly do in time of bereavement, nor is there a more effective way of making friends for the Army than by showing we are personally interested in every casualty which occurs."

General of the Army, George C. Marshall, Army Chief of Staff 1944

It was a personal vow I made when Operation Enduring Freedom and later Operation Iraqi Freedom began. Regardless of what I was doing or where I was, I would stand the Retreat ceremony every day and use that time to reflect and honor and pray for soldiers assigned to those conflicts. In return, maybe just maybe, every last one of them would come home safely.

The well intended proposal didn't work of course. Even though I faithfully keep the daily Retreat ritual, New Jersey and the rest of the nation has suffered several hundred casualties.

Two were young soldiers I came to know through families and friends as they mourned their loss. As the mother of a son almost their age, saying goodbye to those young men was particularly painful. But I found some comfort in fantasizing what their afterlife might be like now.

Since both soldiers were members of the Airborne Infantry, I picture them having the softest parachute-landing fall (PLF) ever at their last drop zone and being greeted by Squad Leader Peter (Saint Peter) at the gates of the Army Infantry Heaven.

"Hooah," shouts Peter, welcoming them with an ethereal formation of soldiers that have passed before them. "You thought that was only said on Earth?" asks Peter at the surprised look on their faces. "Don't you know once in the Army, always in the Army? Speaking of which, we're going to have to double time or we'll be late for the Quartermaster's office!"

"Supplies?" say the latest newcomers somewhat shocked. "What could we possibly need here?"

"Your wings, gentlemen. How else did you think you were going to get around?" answers Peter shaking his head. "Newbies! Now police up those chutes, they're an accountable item."

True to Squad Leader Peter's word, the soldiers are issued wings, (one each) but quickly see theirs don't look as "heavenly" as the others that pass by. Noticing the disappointment, Peter quickly assures them that once they start physical training (PT), their wings will be just as grand.

"We do PT here?" gasp the pair.

"Flap ups and wing ups everyday," grins Peter. "You'll be in shape for cloud patrol in no time."

Once again Peter sees a baffled look. "Who else is going to shape the clouds and get them standing tall after bad weather? How quickly we forget latrine detail. Same thing. But we're getting ahead of ourselves. Next come the Infantry Heaven regulations you have to know and follow just like the Oath of Enlistment you took when you joined up. You can look them over at your quarters."

The soldiers are overwhelmed when they see exact replicas of their barracks and beds. Wall and footlockers as well as spit shined boots are already lined up as well as extra sets of wings.

"Now, you will notice on your pillows there, uh, grab those books before they float away. They think they're quarters and are supposed to bounce off," whispers Peter. "This is your Army Infantry Heaven Manual. You have until Gabriel sounds Assembly to study the regulations."

"Gabriel?" the pair says astounded. "You mean there's really an angel that blows a bugle and not a computer recording device?"

"Like I said, gentlemen, welcome to the Army Infantry Heaven," Peter grins



proudly.

It's in the Infantry Heaven Regulations the soldiers find their well-deserved reward. Thumbing through the book they see all the infantry operations that enticed them to be grunts in the first place.

Road marches, MOUT (military operations urban training), an Expert Infantryman's Badge Course, as well as cloud (land) navigation and range qualification. Just all the challenging adventures that afforded them confidence and courage, and more importantly, that sacred camaraderie all soldiers treasure.

The events are offered whenever they wish and as challenging as they desire, but never again will they risk injuries, sore feet or getting lost.

An extra bonus is the attached guarantee, "If it's not raining, we're not training!"

Airborne Recognition Day is celebrated the same way as Fort Bragg does with a complimentary C-130 aircraft for those who love jumping....soft PLFs guaranteed.

And Heaven Infantry Passes are issued every Armed Forces, Memorial and Veterans Day.

As for the barracks, should they insist on making their beds, spit shining boots and having footlockers inspected, that's permitted as well. However, Heaven Infantry Form (HIF) 321-7 has to be filled out in triplicate and turned in before Reveille so the God Squad can act accordingly.

What makes their mouths really water is the authorization to sing all the politically incorrect cadence calls that filled them with so much laughter, spirit and gallantry while attending infantry basic training and with their units afterwards.

The handbook gives the soldiers an exhilaration they thought was no longer possible. This in turn allows them to suddenly realize for the first time the barracks has no ceiling or walls. They're surrounded instead by the great outdoors all infantrymen thrive on.

What's really astounding, however, are the stars about the size of a small television positioned above every bed, engraved

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with name, rank, and serial number.

"And you thought stars were only for wishing on," said Peter suddenly reappearing. "There's one for each soldier here. After Taps, the star will show your family. You'll be able to watch and hear them. And if you've cleaned your weapon properly, they'll feel your presence as well. Just because you're up here doesn't mean you're forgotten down there. You see, not only are we an Army of One, but a Family of One, and that's for all eternity."

It was all the comfort the soldiers needed to join PT and exercise their wings.

It was reassuring to see the drill sergeant demanded uniformity, and they even thought about checking into the rumor that there was a complaint department for grievances with no repercussions afterwards.

Retreat is still mandatory for me as I like believing those two soldiers find time during their "heaven infantry adventures" to join me.

So I add a big thank you for unselfishly serving their country, and allowing Americans to continue a good life thanks to their sacrifice. They reply with the words I've heard so many soldiers humbly say since 9-11, "You're welcome, ma'am. Just doing my duty."

(Editor's note: This article is dedicated to the memory of Cpl. Michael Curtin and Spc. Kyle Griffin who lost their lives while serving their country in Operation Iraqi Freedom).

Commentary:

A tale of two Veteran's Days

As we prepare to observe another Veteran's Day, I remember how I spent the last one.

I was a mobilized reservist serving in Afghanistan. I was at a remote camp near the Pakistan border with the first group of newly trained Afghan National Army soldiers sent outside Kabul.

The battalion was made up of soldiers from provinces throughout Afghanistan, yet they worked together for the common goal of making a better future for their

children and their nation.

Seeing those soldiers functioning as a unit and venturing into the nearby village on presence patrols to show the mostly Pashtun villagers the Afghan National Army was indeed an army for all Afghans made me proud to be even a small part of the great work that was being done.

I was mobilized to serve as a public affairs specialist with a Special Forces unit training the new army for Afghanistan.

Only weeks before this first battalion had deployed to the remote border region, I had encountered a very different Afghan force.

While convoying along a road near Bagram Air Base, we saw a group of Afghan militia gathered in a village. A large truck and a cab blocked the road at a chokepoint. We had been ordered not to stop on convoys for security reasons. As we tried to persuade the Afghan drivers to let us pass, they became aggressive, shouting and gesturing angrily at us. The militiamen began to gather.

In what seemed like only seconds, there were nearly two dozen uniformed Afghan men with AK-47 rifles around us. Their rifle muzzles were pointed down, but they glared menacingly at us.

The cab driver pulled at my door in the front, on the passenger side of the convoy's lead humvee. As it opened slightly, I gave the door a shove from the inside, causing the driver to stumble backwards.

Some of the armed Afghans drew closer in the commotion.

It was then that I, for the first time in my years as a soldier, rotated the selector switch on my M-4 from safe to semi, while staring another human being in the eye.

The muzzle of my weapon was pointed out of the window; my finger was outside the trigger housing. I was a hair's breadth from moving my finger onto the trigger while aiming at the armed Afghan nearest the vehicle.

At that moment I knew what I was willing to kill for, willing to die for and willing to live for.

I was willing to kill to protect the lives of those soldiers around me, who would rely on me to act if necessary to stop the aggressors. I would have done all in my power to live up to the time-honored tradition of never leaving a man behind.

I was willing to die so that others might live, sacrificing myself for the good of the group and preventing further bloodshed.

I was willing to live to see our mission through, to continue to serve with the soldiers who were striving to bring peace and stability to a war-ravaged nation.

At the last possible moment before any of us on either side could have escalated the tensions into a firefight, the humvee driver was able to push his way past the vehicles in our path. The rest of our convoy followed quickly through the opening.

If you were to speak with the full-time Colorado Guardsman or the Denver cop in the humvee with me that day, they would tell you we all said a silent prayer that night for not having had to do the things we were all prepared to do. They would tell you that senior non-commissioned officers in the headquarters company of the battalion to which we were assigned praised us for our maturity and our cool-headed avoidance of what would surely have been a blood bath for Soldiers, Afghan militiamen and possibly the villagers intermingled between us.

Every day since remains a blessing. I think often of what I was able to avoid, but others have faced many times. Countless Soldiers in harms way, past and present, have endured the dangers of combat and done their sworn duty.

Our great soldiers of the past inspired me to choose to serve.

Shortly after I enlisted, I went to Panama for Operation Just Cause. I saw brave infantrymen perform under fire, some wounded in the battle. It was they who inspired me to work to tell the stories of the great soldiers of our nation. I am proud to be among them in uniform as a reservist, and proud to serve them as an Army civilian employee.

On this Veteran's Day, let us all remember the sacrifices the American Soldiers make for us everyday, from the garri- sons around the country, to the remote posts in scores of countries around the world. Let us honor the hundreds of thousands serving today, and the millions who have gone before.

(Editor's notes: Sgt. Don Dees is a reservist with the 356th BPAD, Fort Meade, Md., and he also serves as a public affairs specialist at Fort Belvoir, Va.)

(Continued from page 7)

now with the confidence that the money they are given at the beginning of the fiscal year will be theirs throughout the year. We do not have all the money that is needed to address all installation infrastructure needs now, but this new system and common standards will make a strong case for improved allocations.

At Redstone, and probably other locations, the sweep of spaces to develop the Garrison TDA has not been without problems. There are cases where spaces have been taken and yet the mission must still be performed. Where are we in the process to scrub and finalize the TDAs? Should employees be concerned if they are not on permanent spaces because the TDAs are not finalized?

The Transformation of Installation Management and activation of the Installation Management Agency are profound, comprehensive changes that were instituted within the Army in a short period of time. The accelerated transition from the Major Commands and activation of our agency created disconnects between the critical processes of manpower allocation and documentation. We realize TDAs are inaccurate, and have begun the process to make appropriate corrections under the ground rules of the Department of the Army's budget process. We will correct and finalize the IMA TDAs for FY06.

In concert with this correction process, we plan to begin the alignment of garrison TDAs into the Standard Garrison Organization, a key aspect of improving service delivery to the units, Soldiers, family members and civilians on our installations. Pending completion of the FY06 TDAs, we will use "working TDAs" for day-to-day management, and will exercise great care to ensure that employees are not disadvantaged in any way by apparent TDA disconnects.

Has there been any change to the structure of IMA/Regions (was going to be 7 regions - 3 OCONUS, 4 CONUS)?

The IMA region structure remains the same. In CONUS we have the Northwest, Northeast, Southwest and Southeast regions. The OCONUS regions are Europe, Korea and Pacific.

At the start of this transformation, some installations (those funded by AWCF, etc) were not moved under IMA command and control. Have they now been incorporated under the IMA umbrella? If not, will they be and when, or why will they not be?

There were 36 special installations identified during the TIM process that have base support services funded primarily from other than Operations and Maintenance, Army (OMA) or Operations and Maintenance, Army Reserve (OMAR). These are primarily small and mostly industrial installations without a stand-alone garrison staff. These 36 may be government-owned, government-operated (GOGO) installations or government-owned, contractor-operated (GOCO) installations.

We expect the GOGO special installations to have a garrison-like structure reporting to IMA for traditional base operations support. They will remain under the command and control of the

major commands currently responsible for them. Manpower and funding remain with the MACOM as well.

At the GOCO special installations, existing contracts will be left in place, and IMA will work through the contracting office at the installation headquarters to provide oversight of base operations support as appropriate.

For the next two years, at both types of installations, the installation commander will be dual-hatted with installation and garrison responsibilities. They will also be required to comply with the Army standards applicable to their installation to ensure uniformity across the Army. After that time, the management system for special installations will again be reviewed.

TIM was to be completed by Oct 1, 2004. Is that still the schedule? If there have been changes to the schedule, why? If that is still the schedule, how confident are you that it will be realized?

IMA will meet full operating capability by 1 October 2004. We have already met the major milestones that have been laid out for IMA. I am confident that we will continue to do so as we move forward with implementing the installation design and service standards that were developed last year, standardizing garrison structures, managing the budget and refining the TDAs.

Any final comments you would like to offer. (perhaps discuss the great support of employees/your vision/how quickly we have come so far, etc)

I am impressed daily by the great men and women - military, civilian and contractor - who make up the IMA team. Not only have they met the challenges of standing up a new agency, but they have done it while fully supporting Operation Iraqi Freedom and the Global War on Terrorism. These successes would not have been possible without their dedication to the mission and their belief in IMA's value to the Army and its Soldiers. I am also impressed by the commitment of the Army's leadership to the success of this organization as the means to ensure the Army provides the best possible support to its Soldiers, families and civilians. IMA has made great strides thus far, and we look forward to meeting the challenges ahead.



Isabel threatens history**Fort Lee shelters artifacts after hurricane**

*Story and Photos By Sgt. Jorge Gomez
Fort Lee Public Affairs*

FORT LEE, VA. -- Fort Lee is now host to 600,000 archeological artifacts that were endangered by Hurricane Isabel at the Jamestown National Park Service's Visitor Center.

The collection, which dates back to 17th century colonial America, was damaged when 5 feet of salt water flooded the storage basement of the Visitor Center said Jackie Holt, Jamestown curator for the Colonial National Historical Park. Metal objects like pick axes and Civil War cannons rusted, earthenware are contaminated with mold and preserved bones from domestic animals are soaked with flood water.

In the aftermath of the storm surge, the Visitor Center sought dry shelter for the artifacts from Fort Lee's Environmental Management Office, requesting a 4,000 square foot building to temporarily store the collection and allow teams of curators, archeologists, archivists and conservators to begin the salvage and restoration of the artifacts.

With less than 24-hours notice, Fort Lee located a building that would provide 15,000 square feet of space, utilities and security, said Carol Anderson, environmental protection specialist.

Having spent a week cleaning up post and repairing hurricane damages, "it was especially difficult to reach people since they had been released for the weekend," said Anderson, who received the request for assistance on a late afternoon.

Over the following four days, 30 truckloads of historic American artifacts were hauled from Jamestown to Fort Lee, said Sara Wolf, a National Park Service archeologist sent from Boston.

Archeologists and curators with the National Park Service descended on Fort Lee and Jamestown from across the country to assist in the recovery efforts.

"We have also had local volunteers from Colonial Williamsburg and the Association of Preservation of Virginia Antiquities assist us," Holt added.

Over the next three months the teams will assess each artifact and separate those that need to be washed, dried and packed for a follow-up restoration, said Pamela

West, a National Park Service archeologist sent from Washington.

"We are working with the ones that are heavily damaged first and determining if they have to be cleaned and re-packed or just set aside for the moment. Their first priority was to get the items out of the flooded building because they were sitting in water, and the mold in the building was growing," West said. "We had to get the items to a dry location."

Embedded in these artifacts is the history of the first European settlers in America, making the items invaluable and irreplaceable.

"These artifacts document the life and history of these settlers," West said. "Students of archeology from local colleges and institutions use the collection to examine and validate historical theories of our nation's beginnings."

When the command leadership understood that Fort Lee would play an essential part in the preservation of the collection, it was only a few hours before the Jamestown facility delivered its first truckload, Anderson said.

"We needed a lot of space to store more than 300 cabinets of artifacts and to be able to lay out each of these items to wash and dry. At the Visitor's Center in Jamestown we were still without power, so the normal operation of day-to-day utilities in a large building has been a critical step in helping our recovery efforts," Wolf said.

"When we first asked Fort Lee to



Melba Myers, Virginia Department of Historical Resources, takes out a 17th century rusted iron pick axe from a flood-ruin bag. Damaged artifacts are de-ionized, dried and re-bagged for further treatment at a later stage.



These British cannons from the Battle of Yorktown in 1781, were submerged in salt water after the hurricane. After Isabel, the cannons were brought to Fort Lee to be cleaned and re-stored.

help us we never imagined they would go out of their way to provide such great assistance," she added.

"The building has been re-keyed so we have security, and the post military police is patrolling the area; and we have passes to get in and out of the post, we even have access to a forklift," West said. "Everyone on Fort Lee has done an outstanding job."

The collection includes ceramics, glass items, coins, tiles, building bricks, firearms, household dishes and utensils, grave markers and bones from domestic animals.

How to "Deal" with the Holidays!

By CH (Lt. Col.) Mike Durham
NE Region Chaplain Personnel Manager

Halloween is over, Veterans' Day is past, soon comes Thanksgiving, Christmas, New Years Eve and Day!... Friends, we are heading into what I like to call the "Holiday Zone." On my calendar it looks to be the most wonderful time of the year --- but for some, it is almost unbearably painful.

There are for some the memories of "*holidays past*" when expectations were not met. Perhaps you remember looking through catalogs and magazines, finally deciding on wanting a pony for Christmas, but never received the pony...I imagine all of us have some disappointing memories from holidays past...

Then there are the desires of "*holidays present*." I'd like to think of these as relationships among family and friends. However, many times these desires are not met because people simply do not come together as they did in previous generations. In fact, the writer, Vance Packard, calls America "a nation of strangers" where four in ten Americans admit to frequent feelings of "intense loneliness." Polls support the notion that Americans are the loneliest people in the world.

Finally, there are the wishes of "*holidays to come*." In our military environment that is even more intense as husbands, wives, dads, moms, sons, daughters and close friends are deployed in areas of war. We "wish" they would return home soon, and safe, but we "just don't know." So, we wait...and wait...and wait...until our wishes are overwhelmed with the loneliness of "holidays present."

So, what do we do?

The easy answer is to stay in bed with the covers over our heads and wait for things to get better. But, friend, that is never going to happen. So, get out of bed and *face* the day!



Not only that, empower yourself with a few good *facing movements!!*

1. Face "*holidays past*" with a smile. You did not get the pony, but you have the dream. In my late teens and early twenties, I bought several horses - based on the dream I had as a child. Maybe you won't get to realize the fullness of what you wanted, but you can cherish the memory rather than abhor it.

2. Face "*holidays present*" head on and realize that you don't have the time to be lonely - because you belong! You belong to a family, to a unit, to a group, to a church, to something. You really are connected...I believe we are simply too busy at times to realize how much we are a part of what is going on around us! My advice then? Shake off your loneliness and find that place where you long to belong, the place where you know you are cared for.

3. Face the "*holidays to come*" with HOPE! Hope is such a powerful emotion. Hope is a building block to love and to the future. Hope gives waiting an anticipation of wonder!! Hope opens us to plan for the future - and to adjust to that future as it changes. Much like the '70s slogan - Hope says, "If life gives you lemons, make lemonade!" (Perhaps we could change that to eggs and egg nog?!)

What then is there for us to do? Make the holidays a time of wonder rather than worry. I hope you will look at the root of "holidays" and see the "holy" - see God at work in the days ahead - as He *heals our hurts* from broken expectations, loneliness and the pain of waiting - and opens to us the *gifts* of memory, belonging and hope. The choice is ours, right before our eyes, like a priceless treasure on Christmas morning!

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Gremlin Alert!

Bah! Humbug!

Last month's Firefighter story was written by Deborah Sheehan of Fort Monmouth PAO staff; **not** Robyn Bennett. My apologies for not catching the error sooner.
— SG



Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

WARRIOR ETHOS